

TABLE OF CONTENTS

SECTION	PAGE
EXECUTIVE SUMMARY	11
1. INTRODUCTION	13
1.1 OBJECTIVES AND ORGANIZATION OF THIS REPORT	13
1.2 APPROACH	14
2. THE HISTORY OF JUDGING SPILL RESPONSE PERFORMANCE	15
2.1 SPILL RESPONSE IN THE 1970s AND 1980s	15
2.2 SPILL RESPONSE IN THE 1990s	16
2.3 SUMMARY	17
3. THE STAKEHOLDERS AND THEIR CRITERIA FOR ASSESSING PERFORMANCE	19
3.1 RESPONSIBLE PARTY	19
3.2 SPILL MANAGERS	19
3.3 GOVERNMENT REGULATORS	20
3.4 OPERATIONS SPECIALISTS	21
3.5 SCIENTIFIC COMMUNITY	21
3.6 GOVERNMENT RESOURCE TRUSTEES	21
3.7 MEDIA	21
3.8 ENVIRONMENTAL GROUPS	21
3.9 ELECTED OFFICIALS	22
3.10 BUSINESS AND PROPERTY OWNERS	22
3.11 THE FISHING INDUSTRY	22
3.12 SUMMARY OF STAKEHOLDER RESPONSE PERFORMANCE CRITERIA	22
4. FORCES THAT PROMOTE OR IMPEDE PERFORMANCE	25
4.1 CURRENT PERSPECTIVES IN SPILL RESPONSE	25
Spill Management Performance Factors	25
Media Relations	26
Application of Net Environmental Benefit Analysis	27
4.2 FACTORS THAT PROMOTE PERFORMANCE DURING RESPONSE	27
Advance Planning	27
Training	28
Research	28
Narrow Authority	28

4.3	FACTORS THAT IMPEDE PERFORMANCE DURING RESPONSE	28
	Broad-Based Authority	28
	Legal Issues	28
	Public Outrage	29
	Environmental and Other Citizens Groups' Agendas	29
	Rejection of Trade-Off Concept	29
	Rejection of No Action Alternative	29
4.4	RECOMMENDATIONS FOR IMPROVING PERFORMANCE DURING RESPONSE	29
	Teamwork and Streamlined Management	29
	Decision Making by Spill Experts	29
	Effective Communications	29
5.	PERFORMANCE ASSESSMENT	31
5.1	CURRENT STATUS	31
5.2	PROCESS FOR ASSESSING PERFORMANCE	31
	Phase 1: Identify Stakeholder Performance Criteria	32
	Phase 2: Develop Contingency Plan	33
	Phase 3: Conduct Exercises and Responses	36
	Phase 4: Assess Response Performance	36
5.3	SUMMARY	39
6.	RECOMMENDATIONS	41
6.1	USE STAKEHOLDER PROCESS TO ESTABLISH RESPONSE CRITERIA AND STANDARDS	41
6.2	USE A SYSTEMATIC APPROACH TO ASSESS PERFORMANCE	41
	ACKNOWLEDGMENTS	43
	REFERENCES	45
	APPENDIX	
	PRINT MEDIA ARTICLES	49
	LIST OF TABLES	
	1. Summary of Response Performance Criteria	23–24
	2. Criteria for Success	34–35
	LIST OF FIGURES	
	1. Key Stakeholders in Oil Spill Response	19
	2. Factors That Promote Performance	27
	3. Factors That Impede Performance and Stimulate Polarization	28
	4. Proposed Response Performance Assessment Process	32
	5. Macro Process of the Performance of an Organization	33
	6. Macro Process Model Applied to Spill Response — Operations	36
	7. A Recommended Process for Assessing Spill Response Performance Using an Independent Panel	38